



California Enterprise Architecture Program

Project Charter

Final, Version 1.0
October 24, 2005

OVERVIEW

Program Background:

In 2004, the State Chief Information Officer (State CIO) and the Information Technology Council (IT Council) developed an Information Technology (IT) Strategic Plan¹ that recognized California has many challenges ahead in maintaining its existing IT assets, and developing new IT systems that provide direct benefit to the citizens of California. Without a comprehensive plan (like that in which Enterprise Architecture provides) the state is destined to continue with its existing “ad-hoc architecture”; an architecture that is created on the fly and without a design that takes into consideration the “Enterprise” as a whole and its business driven interconnectedness.

The Enterprise Architecture and Standards Committee, in April 2005, provided the IT Council and State CIO with the California Enterprise Architecture Framework. This framework offers a documented and repeatable process to initiate, implement, and sustain an enterprise architecture program for California. The framework’s strategy utilizes a segment approach that promotes the incremental development of architecture products while continuing to update and enhance the California Enterprise Architecture framework. This segment approach focuses on major business areas and provides quick value while gaining support for the longer-term architecture product development process. Specific segments have already been identified, they are: California Web Center, Service Oriented Architecture (SOA) and Web Services, Identity Authentication and Privacy, Business Management Systems and Geospatial Information Systems.

The California Enterprise Architecture Program (CEAP) was established in 2005 by the State CIO. CEAP is charged with developing a comprehensive, Enterprise Architecture for the State of California. The Federal Government, most states, and private industry have recognized the need to establish enterprise architecture as a foundation to good IT implementation, governance, and a means by which to achieve the business goals of well run organizations. The CEAP will be implemented in a phased approach, with Phase 1 focusing on the management of the Enterprise Architecture processes and coordination of the Domain Architecture Teams and focus groups working on complimentary efforts within each identified segment.

¹ IT Strategic Plan (http://cio.ca.gov/PDFs/ITStrategicPlan_111704.pdf)

California Enterprise Architecture Program (CEAP)

Purpose:

To begin establishing and using the California EA framework, the CEAP was established with a Chief Architect, and a full-time (limited-term) staff appointed. The purpose of the CEAP is to begin development of the Enterprise Architecture through the development of segment architectures and a plan for the long-range initiation of EA for California. In addition, and more specifically the CEAP will:

- By May 2006, develop the segment architectures of SOA, Identity Authentication and Privacy, Business Management Systems, California Web Center, and GIS (Geographic Information Systems).
- Develop a guide and recommendations for the on-going structure for Enterprise Architecture for the state.
- Recommend a governance structure that uses the Enterprise Architecture for IT solution evaluation and development.
- Develop the enterprise architecture collaboratively with California government agencies to assure the greatest possible value and input from stakeholders.
- Develop a process to monitor and update the enterprise architecture framework to ensure it remains up-to-date and continues to guide development of cost-effective solutions and common services.

Achieving the CEAP's objectives will support the State IT Strategic Plan and contribute to the State IT community as a whole, as well as meeting the needs of California citizens.

Benefits:

CEAP Program Benefits:

- Lowering IT development costs at the enterprise level by encouraging interoperability, leveraging and reuse of existing common applications.
- Improved security, reliability and performance on the State's IT solutions.
- Development and adoption of statewide enterprise architecture.
- Implementation of statewide technology standards in support of enterprise data sharing and statewide systems interoperability.
- Adoption of information technology standards.
- Development of a framework for re-use of IT components and infrastructure.
- Improve budget allocation and performance management, cross-agency collaboration, information sharing and e-government solutions.

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CA Citizen Benefits:

- Make e-government self-help services more accessible to citizens and state clients.

Local, State and Federal Government Benefits:

- Common e-government business processes that facilitate interoperability and encourage data sharing.

Problem/Opportunity Statement:

The pressure on California State Government from reduced state revenues coupled with increased public demands for services has never been greater. These drivers are enforcing the state to be more efficient, cost effective, convenient and accessible to the citizens it serves. It is hard to imagine any significant statewide initiative that could achieve such a transformation in service delivery and state operations without technology as a major component.

Many of our service delivery systems are outdated and inconvenient, internal business systems are antiquated and fragmented, and statewide planning for technology is ineffective. Our technology programs operate with an agency focus and for the convenience of government rather than with an enterprise focus and for the convenience of citizens, resulting in duplication, waste and inconsistent results. Our heavy reliance non-standardized technology architectures does not make good use of our limited dollars and human resources. This situation exposes the state to higher overall operational costs and increased vulnerabilities to security threats and architecture breakdowns.

Program Objective(s):

- To create and maintain the California Enterprise Architecture Framework.
- To develop Enterprise Architecture Principles.
- To develop and maintain the enterprise architecture work plan.
- To charter, sponsor and facilitate the work of the Architecture Domain Teams, including coordination between the teams.
- To develop, review and present architecture policy and deliverables.
- To provide education and guidance on enterprise architecture.
- To create and update the domain architecture products and services through the domain teams.

California Enterprise Architecture Program (CEAP)

Program Stakeholders:

- Clark Kelso, State CIO (Program Sponsor)
- IT Council
- Enterprise Architecture and Standards Committee
- Enterprise Architecture Review Board
- State Government and Local Government Agencies
- California State Citizens

BUSINESS OBJECTIVES

Scope:

According to the California IT Strategic Plan (<http://cio.ca.gov/StrategicPlan.html>) the initial scope of the CEAP is:

Pursuant to the California Enterprise Architecture Framework, the state will adopt a statewide Enterprise Architecture to support business-driven, service-oriented IT solutions that facilitate the implementation of statewide technology standards in support of enterprise data sharing and statewide systems interoperability.

The State will adopt and implement the California Enterprise Architecture as a foundation to support the business driven implementation of Information Technology across the enterprise. Enterprise Architecture provides the foundation for which several of the other goals of the IT Strategic Plan may be delivered.

Actions:

1. There will be a Chief Enterprise Architect who reports to the State CIO with responsibility for developing, maintaining, marketing and publishing the State of California Enterprise Architecture. The Chief Architect will collaborate with the Director of E-Services, the State Geospatial Information Officer (GIO), the State Information Security Officer (SISO), the Office of Technology Oversight and Security (OTROS), the State Privacy Officer, the Agency Information Officers (AIO's) and CIO's. The Chief Architect is also responsible for and leads the California Enterprise Architecture Program (CEAP).
2. By May 2006, the California Enterprise Architecture Program (CEAP), using the California Enterprise Architecture Framework adopted by the IT Council in 2005, will develop the following Enterprise Architecture deliverables using the segment and domain approach:

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- a. California State Portal (California Web Center)
- b. Business Management Systems (BMS)
- c. Identity, Authentication and Privacy (IAP)
- d. Geospatial Information Systems (GIS)
- e. Service Oriented Architecture (SOA)

3. By May 2006, the CEAP will develop a plan for the strategic development and ongoing maintenance of the following Enterprise Architecture domain deliverables:

- a. Business – Business Reference Model (BRM)
- b. Data – Data Reference Model (DRM)
- c. Application – Service Component Reference Model (SRM)
- d. Technology – Technology Reference Model (TRM)

4. By October 2006, the CEAP, working under the general guidance of the IT Council's Enterprise Architecture Committee, will develop the California Technology Standards Process and begin to document and publish the standards for the State of California Enterprise Architecture.

Program Characteristics

Assumptions/Constraints:

- Baseline scope as identified and accepted by the program sponsors will be maintained as the primary objective.
- Phase I will be completed by April 30, 2006

Risks/Issues:

- CEAP member participation and availability may affect ability to complete all deliverables.
- Scope change may affect completion of deliverables.
- Fixed program end date may affect ability to complete all deliverables.
- Business drivers may change and grow in complexity.

Dependent Projects:

- IT Strategic Plan
- State Portal Workgroup

California Enterprise Architecture Program (CEAP)

Successful Completion Criteria:

- **Sponsorship:** Partner with the IT Council, Enterprise Architecture and Standards Committee, business and government entities to provide needed standards, guidelines and framework for California enterprise business.
- **CA Framework:** Each of the selected segments will provide a framework document detailing the current environment, future environment and recommended steps to help CA move forward.
- **Completed Focus Group Meetings:** Each segment will collaborate with stakeholders. Focus group meetings will be held and input will be incorporated into each segment's deliverables.
- **User Guides:** CEAP will develop useful guides to assist all stakeholders (local, state, citizen and business partners) in the implementation of Enterprise Architecture in their business functions and to ensure successful implementation of Enterprise Architecture in California.

Program Resources:

Staff Name:	From Supporting Agency / Department:
Larry Baltezare	State Controllers Office
Steve Clemons	Franchise Tax Board
Skip Close	Department of Transportation
Cheryl Dobbins	California Student Aid Commission
Princedar Harvey	Franchise Tax Board
Richard Keene	Office of Systems Integration
Richard Lehman	Department of Motor Vehicles
Lee Macklin	Department of Technology Services
Joanne McNabb	Department of Consumer Affairs
Claudina Nevis	State CIO Office

California Enterprise Architecture Program (CEAP)

Program Approval

Milestone or Deliverable:	Date Approved:	Approved By:
CEAP Mission / Vision statements		
Program Schedule and Program Charter		
CEAP Principles		
CEAP Business Requirements		
Segment Architecture Frameworks		
Segment Architecture User Guides		
Continual Framework Proposal		